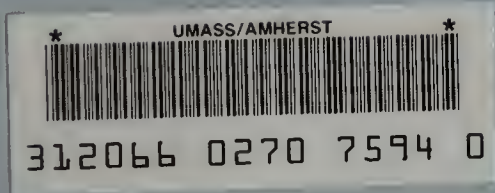


MASS. CDI. 2: H 19



Handbook for the Massachusetts Circuit Rider Program

A local government management opportunity program developed for and by local officials in partnership with the Municipal Division of the Massachusetts Executive Office of Communities and Development.

Michael S. Dukakis, Governor
Amy S. Anthony, Secretary

893/326

HANDBOOK FOR THE MASSACHUSETTS CIRCUIT RIDER PROGRAM

Prepared for the
Massachusetts Executive Office of Communities and Development
by
Rita Farrell

October 1986

TABLE OF CONTENTS

	PAGE
INTRODUCTION.....	2
PROGRAM HISTORY.....	2
PROGRAM DESCRIPTION.....	3
PROGRAM STRUCTURE.....	4
Size of Consortium.....	4
Financial Commitment.....	4
ORGANIZING A PROGRAM.....	5
Getting started.....	5
Group Meeting #1 - INTRODUCTION TO THE PROGRAM.....	5
Soliciting Interest.....	7
Group Meeting #2 - ORGANIZING THE CONSORTIUM.....	8
Develop job description.....	8
Designate Lead town.....	8
Develop a Program Budget.....	9
Steering Committee.....	10
Funding Indirect Costs.....	10
Group Meeting #3 - FINALIZING THE PROGRAM.....	10
Application.....	11
Inter-local-agreement.....	11
Hiring Process.....	11
Group Meeting #4 - REVIEWING THE RESUMES.....	12
Screening applicants.....	12
Group Meeting #5 - INTERVIEWING THE CANDIDATES.....	13
Interview Agenda.....	13
Second interview.....	14
Reference check.....	15
GETTING THE PROGRAM STARTED.....	15
Orientation of SAA.....	15
Responsibilities of Board.....	15
Committee Responsibility.....	16
Continuation of Committee.....	16
Ongoing Role of Selectmen.....	17
SAA Support Group.....	18
CONCLUSION.....	18
ACKNOWLEDGEMENTS	20
EXHIBIT A - SAMPLE LETTER TO SOLICIT INTEREST.....	21
EXHIBIT B - JOB DESCRIPTION.....	22
EXHIBIT C - SAMPLE BUDGET YEAR I OF SHARED ADMINIST.....	23
EXHIBIT D - SAMPLE TOWN MEETING ARTICLE.....	24
EXHIBIT E - SAMPLE INTER-LOCAL AGREEMENT.....	25
EXHIBIT F - SAMPLE ADVERTISEMENT FOR THE POSITION.....	29
EXHIBIT G - INTERVIEW CHECKLIST.....	30
EXHIBIT H - SAMPLE INTERVIEW QUESTIONS.....	31
EXHIBIT I - INTERVIEW GUIDELINES.....	32
EXHIBIT J - SAMPLE REFERENCE CHECK.....	33
EXHIBIT K - CHECKLIST FOR ORGANIZING A PROGRAM FOR	34
EXHIBIT L - CIRCUIT RIDER PROFILES.....	36
Exhibit M - CIRCUIT RIDER EVALUATION.....	41

INTRODUCTION

The Circuit Rider program, operated by the Massachusetts Executive Office of Communities and Development, is designed to provide financial support and technical assistance to groups of towns in order to hire a professional staff person to serve as Administrative Assistant to the Boards of Selectmen. This program has demonstrated its value in providing management expertise to assist Boards of Selectmen in resolving many issues.

This handbook has been developed in response to the growing interest in the program and the resulting need for a guide for communities interested in establishing a Circuit Rider program. This handbook includes a description of the program, a step by step guide for organizing a program, and material for the continued support and success of the program.

We appreciate the time and effort put into the development of this handbook by the Circuit Riders who consulted with the author and who served as a review panel for the handbook. Suggestions on ways to improve the program have come directly from Circuit Riders based upon their experiences on the job.

PROGRAM HISTORY

The Circuit Rider program was conceived in 1977 when the Boards of Selectmen in the Franklin County communities of Warwick, Wendell and New Salem began meeting together to discuss their mutual problems and needs. During the course of these meetings the selectmen identified a number of problems that were common to all of the Boards, including lack of time to address the increasing complexities of town government, and lack of management expertise. The selectmen concluded that they could address some of their problems if they were able to hire a staff person who could provide the towns with management and technical expertise. Given that these were all small communities with similar needs, the selectmen concluded that a shared staff person would be the most efficient and economical approach. Since this was a management concept that had not been tried elsewhere in Massachusetts, the selectmen felt that their communities would be reluctant to appropriate funds for this innovative project.

The three communities then sought assistance from the Massachusetts Department of Community Affairs (DCA), now known as the Executive Office of Communities and Development (EOCD). It just so happened that the

EOCD was interested in developing a pilot circuit rider program and staff met with the towns to develop a structure for this program. Meetings between the towns and EOCD representatives were held throughout 1977 and early 1978. During the organizational phase, the Town of Northfield joined as the fourth town in the consortium. All of this culminated in the organization of the first Circuit Rider program in the Commonwealth. EOCD provided the necessary financial and technical assistance to organize this pilot project.

The first Shared Administrative Assistant was hired in April 1978 with full funding from EOCD. The Agency continued to provide some funding for the program until Fiscal 1983. In 1982 the Town of New Salem dropped out of the program and the Town of Erving joined the consortium. This initial program is now fully funded by the four towns.

Today in Fiscal 1987, ten additional Circuit Rider consortia serving twenty-one Massachusetts small towns have been organized and funded by EOCD. The program has received enthusiastic support from both the communities involved and the Massachusetts Legislature. We are optimistic that the program will continue to grow throughout the Commonwealth.

PROGRAM DESCRIPTION

The Circuit Rider program is designed to provide assistance to groups of communities interested in joining together to hire a professional staff person. Hiring such staff is sometimes difficult for any one town to do on its own. The program is targeted towards small communities (under 5,000 in population) which do not have professional management staff capacity. The program will provide funding and technical assistance to a group of towns (consortium) for the purpose of hiring a full-time professional Shared Administrative Assistant (SAA) to the Boards of Selectmen (hereinafter referred to as the Board(s)).

The SAA's duties and work assignments depend on the specific priorities and needs of participating towns but may include

- . Researching preparing reports for the Boards on particular issues relative to fiscal considerations and municipal services;
- . Serving as liaison to regional, state and federal agencies on behalf of a town or towns;

- . Writing grant proposals and administering grants;
- . Analyzing management problems and recommending improvements in systems practices and;
- . Advising the towns on state programs, policies and legislation which may affect that town.

This is a partial list of some of the responsibilities which a SAA might have. Ultimately the specific work program will be determined by the steering committee, made up of a representative from the Board of Selectmen from each of the participating towns.

PROGRAM STRUCTURE

There are three elements that need to be considered when organizing a Circuit Rider program. They are described below.

Size of Consortium

Participating communities must form a consortium composed of two or three communities linked by an inter-local agreement. Based on past experience, we strongly recommend, that you limit your group to no more than three towns. This will insure that each town will receive an adequate amount of time from the SAA, and that he/she is not spread too thin.

The population of each community in the consortium should not exceed 5,000 but flexibility is permitted depending upon the situation. Once a town reaches that population it often makes sense for that community to hire its own professional staff person rather than to continue sharing a person with other communities. The consortium must maintain balance so that the workload of any one town does not exceed that of the other members combined. Flexibility in the program will help provide the balance needed.

The combined population of the consortium should be 10,000 or less but flexibility is permitted. The reason for this guideline is similar to that of limiting the population size of individual communities - the SAA has a limited amount of time and larger communities could easily consume all of the time.

Financial Commitment

EOCD will provide funding for a period of three years from the date of appointment of a SAA. Funding is based upon the following:

- . 100% of the direct salary of the SAA during the first twelve months after appointment plus some recruitment costs;
- . A maximum of two-thirds of direct salary during the second twelve months; and a maximum of one-third of direct salary during the third twelve months;
- . Funding for years two and three for each consortium is based upon the availability of funds allocated to the program and the willingness of communities to continue in the program.

The participating towns are required to make a financial contribution to the program as follows:

- . In the first year, each of the towns in the consortium will pay a prorated share of the indirect costs, including health and other insurance, travel, supplies, etc. (see page 9 for more details).
- . During the second and third years, the towns will pay an increasing share of the salary in addition to the prorated share of the indirect costs.

ORGANIZING A PROGRAM

The first step in organizing a SAA program is to determine the interest of the Board of Selectmen in your community. Each Board must identify its needs and the role an SAA could play in assisting the Board.

Getting started

Once a Board decides that it is interested in the program, the next step is to contact EOCD. EOCD may be able to identify other communities in your area which have also expressed interest. In addition, the Board should contact other towns in the area which do not have professional management assistance to solicit interest in organizing a program. This can be done through personal contact with the Boards of Selectmen or by letter (for example see EXHIBIT A). If the response from other communities is positive, a meeting of the Boards should be organized. EOCD should be contacted so that a brief presentation on the Circuit Rider program can be scheduled for the meeting. A meeting should be organized even if only one town responds.

MEETING #1 INTRODUCTION TO THE PROGRAM

GOAL

Help interested communities learn more about

the program and to feel comfortable about working with each other.

- Objectives:
- . Familiarize towns with the program
 - . Identify common and unique needs and interests

The overall objective of the first meeting is to begin collecting information about the SAA program and identifying the common interests and needs of the attending towns. The EOCD representative will provide background information about how the program operates and about the funding available for hiring the SAA. The EOCD representative will answer questions about the mechanics of the program as well as EOCD's commitment to it. Obviously not all of the issues of concern to the towns will be aired at this first meeting. It will be a start towards organizing a program.

The following checklist identifies some of the questions to be answered at the first meeting:

- . What is the optimum size for group? (consider number of towns and combined population)
- . Are towns contiguous? If not, are they within a reasonable commuting distance of one another?
- . Is there sufficient work for the SAA?
- . Are the Boards willing to take on responsibility for overseeing this person and for developing a work program?
- . What is the likelihood of each town being able to raise its share of the program costs?
- . What will the SAA do for me and our Board?
- . What is required of our town if we participate?

If it appears that there is sufficient interest among the towns to proceed a second meeting should be scheduled, preferably within 2-3 weeks.

It is now incumbent upon Boards interested in pursuing the program to take the next 2-3 weeks to inform other town boards and key townspeople about the SAA program and to solicit their interest and support.

Soliciting Interest

There are a number of ways that each Board can inform townspeople and other town boards about the SAA program. A letter or memo to all department heads could provide basic information and the Board could invite them to attend a meeting to discuss the program. Another means for informing folks is through use of the local media. Ultimately, it is the Board's decision as to whether or not to proceed with the program. However, the support of town officials and key townspeople will be needed in order to make the program successful in your community.

The towns will be responsible for assuming all of the indirect costs of the staff person during the first year. This will cost the consortium approximately \$3-4,000. See sample budget EXHIBIT C, page 23. For this reason it is wise to discuss the program with your Finance Committee in order to gauge its reaction to the program and to find out about the availability of funds for your town's portion of the indirect costs. Finance Committee members may have suggestions about items to be included in the SAA's work program and/or job description. Their suggestions should be gracefully received.

Before the next group meeting, Board members should sift through all of the information that has been collected and identify questions that remain unanswered. You should prepare for the next meeting by outlining a list of projects and tasks that an SAA might perform for your Board and possibly for other town departments. The Board should designate one of its members to represent it on the steering committee, which will be formed at the end of the second meeting of the consortium.

Meeting #2 -- ORGANIZING THE CONSORTIUM

GOAL

Develop a Circuit Rider program that is tailored to the needs of your consortium.

Objectives

- . Develop preliminary job description
- . Designate lead town
- . Develop program budget
- . Designate steering committee

The second meeting of the towns will give the group an opportunity to learn about the individual Boards "research" and for the group to begin to formulate how the program will be structured.

Develop job description

One of the first tasks of the towns is to identify what it is they want the SAA to do for each town and for the consortium. To this end, the consortium should begin to develop a job description which outlines just what the SAA's responsibilities will be and what the requirements are for the job. EXHIBIT B provides a sample job description which gives an example of the types of duties that an SAA might undertake.

Designate Lead town

The next task is the designation of the lead town. The reason for having a lead town is to simplify the bookkeeping process for program funds and to insure that the SAA has one set of personnel policies to abide by. Ideally this responsibility will rotate among the towns from year to year so that one town is not burdened with all of the bookkeeping. The major responsibilities of the lead town are as follows:

- . Maintain all fiscal records
- . Do payroll and expense reimbursement for the SAA
- . Submit invoices to each member of consortium for its portion of SAA indirect costs
- . Reimburse member towns for costs to be charged to SAA budget (ex: telephone, travel)

Develop a Program Budget

The last task to be accomplished at this meeting is the development of the SAA program budget. EXHIBIT C provides a sample budget and can be used as a guideline for your budget. The first budget decision to be made is the SAA's salary.

A minimum salary of \$20,000 is recommended in order to ensure that the consortium attracts qualified professionals to the position. This salary is based upon recent national and Massachusetts salary surveys for comparable positions. The consortium could seriously consider a higher salary based on the complexity of the position in serving several communities. While we recommend the minimum or higher salary, ultimately it is up to the members of the consortium to set the salary for the SAA.

The next component of the budget is fringe benefits; the cost of these benefits should be calculated based on the personnel policy of the lead town. For example, the health insurance coverage may vary from town to town but if the lead town provides 50% of BC/BS coverage then you will calculate the cost according to that percentage. It would be wise to consult with the treasurer and town accountant of the lead town in preparing this section of the budget as they should be able to provide you with a good estimate of what the costs will be.

The remaining items in the budget including telephone, supplies, mileage, clerical support, and miscellaneous, will be determined by the group's best guess/estimate. If you are still unsure about what to include in this budget, you should consult with EOCD staff. It is best to err on the side of a generous budget so the SAA will not be limited in serving the communities in the consortium. It is very important to include membership in professional managers associations, such as the Massachusetts Municipal Association and/or the International City Management Association. Such membership will provide the SAA with much needed support and advice.

Once the group has come to a consensus about the budget, it should total the indirect costs (everything but salary) and divide by the number of towns in the group. The resulting figure will be the amount of money that each of the member towns will have to seek from either Town Meeting or the Finance Committee Reserve Fund (where appropriate).

Steering Committee

The steering committee, made up of one selectmen from each community in the consortium, plays an extremely important role during the organizational phase and on an ongoing basis. This committee functions as the program's Board of Directors and is responsible for providing direct supervision to the SAA. If the Boards choose, the committee could now begin to assume primary responsibility for the program or it can wait until the SAA is hired.

In either case, each Board should make clear to its designee those items that he/she can approve without going back to the full Board and those decisions that need full Board approval. Review and approval of the Memorandum of Understanding and interviews of candidates will require participation of the full Board from each community.

Funding Indirect Costs

Now that the consortium has determined the total budget for the program, each town needs to arrange for its portion of the indirect cost. Ideally, this question would be taken to the voters at an Annual Town Meeting to ensure that a broad spectrum of townspeople has an opportunity to be informed about the program. Because the timing of this process does not often coincide with annual town meeting time, the Board can choose (a) a special town meeting appropriation or (b) a transfer from the Finance Committee Reserve Fund. It is up to the individual community to decide to go to town meeting. EXHIBIT D provides sample wording for the warrant article.

Meeting #3 - FINALIZING THE PROGRAM

GOAL: Finalize legal and administrative details of program

- Objectives:
- . Complete EOCD circuit rider application
 - . Develop Memorandum of Understanding (MOU)
 - . Develop job advertisement
 - . Designate resume review committee

There is a good deal to be accomplished at this meeting of the consortium. If the Boards concur, the steering committee could be responsible for the tasks outlined here. You might find that the tasks will require more than one meeting. The most critical element is not speed - but maintaining the momentum!

Application

The first item on your agenda for this meeting is to complete EOCD's application for the Circuit Rider program. It is a simple two-page form which will provide basic information about your consortium. If, for some reason, you have gotten this far in the process and have not yet made contact with the EOCD stop and do so! It is critical that they be involved in the organizational process to insure that your program meets Agency guidelines. EOCD will be providing the salary for the SAA in the first year and will provide technical assistance to your consortium.

Inter-local agreement
(MOU)

Your next job is to develop a formal inter-local agreement which is also known in circuit rider circles as the Memorandum of Understanding(MOU). This is the document through which the towns formally agree to join together to share the services of an SAA. It also serves as a "contract" with the SAA. EXHIBIT E provides a sample Memorandum of Understanding(MOU). The sample incorporates all of the provisions recommended. If your MOU is going to be significantly different from this sample, you should contact EOCD to discuss the differences. (EOCD and each community must review and approve the agreement prior to it being signed.) Naturally each agreement will differ in the benefit and job description sections. Once this draft agreement is approved, each of the individual Boards should execute it at their next Board meeting. The agreement should be signed by the SAA once he/she is hired.

Hiring Process

You are now ready to begin the hiring process, and to this end, you will need to develop an advertisement for the position and arrange for advertising. EXHIBIT F provides a sample ad as well as a list of places to advertise. Before it can advertise the position, the consortium must secure a commitment for funding letter, signed by the Secretary of EOCD. Any costs incurred prior to the issuance of this letter will not be paid by the EOCD. Advertising is an eligible recruitment cost and will be paid by EOCD; it is important to coordinate this process with your EOCD contact person. Leave adequate time when setting the closing date on applications to ensure the you meet the advertising deadlines for the Beacon and the ICMA Bulletin. See Exhibit F for addresses and phone numbers. The ad should run at least once in your local and regional newspaper(s).

A subcommittee with one representative from each Board should be designated as a resume review committee or the steering committee may serve as the resume review committee. This group will meet to review all of the resumes once they are received and recommended those candidates to be interviewed. This process will be covered in more detail in the next section.

Meeting #4 - REVIEWING THE RESUMES

GOAL: Screen and select an interview pool of applicants best qualified for the position of SAA.

Objectives:

- . Select a group of interviewees who best meet the criteria and qualification for the position
- . Narrow the field of candidates to 5-7 people
- . Arrange for interviews

This meeting is a meeting of the sub-committee of the Boards or the steering committee which has been assigned to review the resumes and to select the candidates to be interviewed. It would be helpful to have a person familiar with the Circuit Rider program review the resumes with you. Arrangements should be made with EOCD, ahead of time, if you would like assistance.

Screening applicants

In screening applications, there are certain qualifications you should look for - they are as follows:

- . Formal training in public/municipal or business administration, planning or a related discipline.
- . Knowledge and experience of local government, particularly Massachusetts local government.
- . Ability to work with community leaders, diverse groups and citizens.
- . Program management and grant writing experience.
- . Good writing skills.

The ideal candidate would have all of these qualifications, but the qualifications of your candidates can and will vary. This list should be used as a guideline for weeding out those applicants who are clearly not qualified for this position. You should try to narrow the field of applicants to

between 5 and 7 people, and one of the sub-committee members should be assigned to call or write the applicants to schedule interviews.

Copies of the resumes of the candidates to be interviewed should be made and distributed to all Board members participating in the interviews. Ideally this will be done at least a few days prior to the interviews, but if this is not feasible, distribute copies just prior to the interview.

A copy of the job description, the Memorandum of Understanding, a description of the Circuit Rider program and a copy of each towns' most recent annual report should be mailed to the candidates prior to their interview. This will help to acquaint the applicants with the program.

Meeting #5 - INTERVIEWING THE CANDIDATES

GOAL: Select the most qualified and suitable person.

Objectives:

- . Conduct a thorough and well-prepared interview
- . Find a candidate who is best suited for the position of SAA

Participation in the interviews by all selectmen is strongly recommended, unless the subcommittee is directed to conduct a first set of interviews in order to narrow the field to two or three finalists. In either case, all selectmen should participate in the final interview process.

The consortium should prepare in advance for the interviews by reviewing the resumes and interview agenda and by preparing a list of questions for the candidates. The following is a typical interview agenda. It should be followed as closely as possible. All candidates should be asked the same questions so that comparisons can be made.

Interview Agenda

Introduce the candidate and the interview committee.

A spokesperson should describe, in a general way, the program and the position.

A representative from each town should give a general description of his/her community.

described to the applicant as being the basis for the work plan. The following are examples of potential assignments:

- . prepare personnel policies
- . investigate town's insurance arrangements
- . research and report on state hazardous waste siting regulations
- . work with the capital planning advisory committee, review zoning and subdivision by-laws
- . develop housing and equal employment opportunity plans

Question each applicant using the same base questions for each applicant. Respond to any questions of the applicant.

During the interview each interviewer should use the form shown in EXHIBIT G to keep notes.

Review and discuss the candidates and the interviews after all the interviews are completed. Select the finalist(s).

EXHIBITS H & I provide sample interview questions and guidelines on how to conduct the interview. Each member of the interviewing team should be given the opportunity to ask at least one question.

In evaluating whether or not the candidate is appropriate for the position, you need to develop a set of criteria so that you can rate each candidate as you interview them. This will enable you to keep everyone straight, which can be very difficult in interviewing. The checklist included as EXHIBIT G that may be used for evaluating each of the candidates. A separate form should be used by each interviewer for each candidate.

Second interview
(if necessary)

If it is clear that there is one candidate who far surpasses the others in terms of qualifications and everyone is comfortable with this person, etc. there is no need to conduct a second interview. If there is not a consensus as to who the best candidate is, or the interviewers feel that they need more time to question the final candidate(s), a second interview should be scheduled. In the rare case that the group is displeased with all of the candidates, you get to start the process all over again!

Reference check

The last step in the process involves checking references on the candidate. EXHIBIT J provides some sample reference check questions. One person from the group should be designated to check references. There should be a procedure set up so that a report on the reference checks is given to all of the member towns. Provided the reference check is positive and all the member towns are satisfied, a telephone call or letter to the new SAA is in order. Please do not forget to notify all applicants that a decision has been reached. Each one deserves the courtesy of a response within a few days.

GETTING THE PROGRAM STARTED

Orientation of SAA

Now that the SAA has been hired it is the responsibility of the member towns to provide an orientation for their new staff person. This is extremely important for both the SAA and the towns. It will ensure that the SAA is familiar with the towns and their needs and thus will be able to provide valuable assistance to the Boards. It is best if each Board takes responsibility for orienting the SAA to its own town and if the steering committee takes responsibility for providing an overview of the county, regional and state agencies that the SAA will deal with on behalf of consortium communities.

The following is an outline of an orientation schedule - this is only a suggested format and it should be adapted as needed to suit the SAA's and towns' needs. One last consideration - if you need assistance in orienting the SAA, an EOCD representative is available to assist the Boards and the SAA.

Responsibilities of Board of Selectmen in Each Town

One selectman or a designated representative should be assigned to greet the SAA on his/her first day in your town. This is particularly important if your town hall is not staffed on a regular basis; make sure that you have keys for the town hall and selectmen's office for your new SAA.

A selectman and/or the board clerk will need to familiarize the SAA with the board's files, including minutes from past board meetings, copies of town reports, etc.

Provide the SAA with an updated list of all town officials and department heads, and a schedule of office/business hours for all town offices and other municipal operations such as the town landfill or town beach.

The Board should introduce the new SAA to all department heads and town employees. A "welcome the new SAA" meeting/party is probably the easiest way to accomplish this.

Last, but very important Take your SAA on a tour of the town; if a Board member is not available to do this ask your highway superintendent or police chief to familiarize the SAA with the community (e.g., highway/public works department, police and fire stations, schools, recreation and conservation areas, etc.

Committee Responsibility

Have copies of the following items for the SAA:

- . Finance Committee handbook (source: Association of Town Finance Committees),
- . Selectmen's Handbook (source: Massachusetts Municipal Association)
- . County's Directory of Town Officials,
- . most current issue of MMA Beacon (source: Massachusetts Municipal Association), and if possible
- . the Massachusetts General Laws. The Massachusetts Department of Revenue has available a summary of the laws concerning municipal finance

Introduce the SAA to county officials including county commissioners, county administrator, county planning dept/regional planning commission.

Continuation of Committee

The placement of this section of the handbook is by no means indicative of its importance - in fact, the steering committee will play an integral role in the success of your Circuit Rider program. Very simply, the steering committee serves as the "Board of Directors" for the SAA. The steering committee is composed of

one member from each of the Boards of Selectmen and will meet with the SAA on a monthly basis. The functions of the committee are to:

- . Assist in the development of the SAA's work program and to review it on a periodic basis to ensure that it is acceptable to all of the towns
- . Resolve any conflicts among towns or between SAA and any one town
- . Develop SAA budget and future salary increases
- . Serve as a forum for discussion of common interests/needs/problems

The committee members should share responsibility for organizing and chairing these meetings - one possibility is that you rotate the responsibility every month. It is very important to the ongoing success of the program that the member of each Board who accepts membership on the steering committee makes a commitment to attend all steering committee meetings.

Ongoing Role of Selectmen

The individual boards will continue to play an important role in the success of the program well beyond the first few months. One of the most critical tasks is providing support for the SAA. This is a new position in your town government; some officials and departments may be reluctant to accept this arrangement.

The Board needs to make it clear to all town employees that the SAA's time is the business of the Selectmen, steering committee and the assistant. The need for support of the SAA must also carry forth to town meeting; the SAA should not have to defend his/her position at Town Meeting.

This is the board's responsibility. Each Board should do what it can to insure that the SAA is visible in the community and maintains at least some contact with other town departments. The goal is to build and maintain community support for the position so that as an increasing financial share of the program is assumed by the towns, there is knowledge of the program and a broad base of support. Exhibit M provides a form for Selectmen to use in evaluating the SAA

program and to help guide the SAA's future activities. It should be completed on an annual basis and forwarded to the SAA and the steering committee.

The Circuit Rider Program has proven its worth in communities throughout Massachusetts. EXHIBIT K provides a profile of the current Circuit Rider programs which we hope will be helpful to you in the development of your program.

SAA Support Group
(Massachusetts Circuit
Rider Association)

Every month the SAAs from Circuit Rider consortia throughout the Commonwealth hold a meeting, the purpose of which is to share information and to provide a forum for discussion of common problems. The group also functions as a support group for the SAAs who all have challenging jobs.

In addition to sharing ideas among themselves, the group invites guest speakers to their meetings to present topics of mutual interest to the SAA's. The information gathered at these meetings benefits the towns and the SAA. Speakers at meetings have included representatives from state agencies, banks and the Legislature.

The participation of your SAA in these monthly meetings will benefit both your town and the SAA. For more information about these meetings contact your program representative at EOCD.

CONCLUSION

Throughout this handbook we have described the Circuit Rider program and the steps to be taken in developing a program for your community. The information provided herein is meant to provide a guide for you. It is expected that you will adapt the procedures outlined in this handbook to best suit the needs of your individual consortium.

To help insure that you are successful in organizing a program we have developed a checklist of all the steps that should be followed. It can be found in EXHIBIT L. We hope that you will find it useful.

Finally, the Executive Office of Communities and Development is ready to assist you in every facet of program development. For additional information or assistance, please contact the

Division of Municipal Development, Room 904, 100
Cambridge Street, Boston MA 02202. (617)727-3253
or toll free 1-800-392-6445.

ACKNOWLEDGEMENTS

The Executive Office of Communities and Development acknowledges the significant contributions of Rita Farrell, the author of this manual. She devoted substantial time and expertise to ensure that the document would be applicable to the particular needs of small communities in Massachusetts.

The Division of Community Service, Executive Office of Communities and Development, contributed staff resources to the design, content evaluation and editing of this publication. Contributions were made by:

Richard M. Kobayashi, Deputy Assistant Secretary, for defining the project objectives and thoughtful examination of the work in progress:

B. Ann Whittaker, Municipal Management Officer for definition of the scope of the handbook, for coordination of the editing of the work in progress, and technical production of the handbook.

Appreciation is extended to the following Shared Administrative Assistants for their contributions of time and effort in the review and editing of this handbook, and for advice and suggestions made during its preparation:

Charles Seelig: Brimfield and Holland;

Jane Davis: Leverett, Shutesbury, and Sunderland;

Deborah Radway: Erving, Northfield, Wendell, and Warwick;

Christopher Whelan: Hatfield and Deerfield;

Tricia Vinchesi: Bolton, Carlisle, and Dunstable;

Susan Wright: Buckland, Colrain, Heath, and Shelburne.

Special thanks are extended to Wendy Foxmyn, Shared Administrative Assistant for Chester, Huntington, and Worthington for her efforts as primary editor and for providing the evaluation questionnaire which has been included in the appendix.

EXHIBIT A - SAMPLE LETTER TO SOLICIT INTEREST

Dear _____,

On Thursday, January 12, 1986 our Board will host a meeting of Selectmen from this area to discuss the Circuit Rider program. As you are probably aware, this program involves a group of towns joining together to hire a professional staff person to assist the Board of Selectmen. This meeting will be held at 7 p.m. at the Selectmen's Office in our Town Hall and we hope that you can attend.

In addition to your Board, I have invited the Board members from Farmington and Smithtown. Mary Jackson of the Executive Office of Communities and Development will be present to answer any questions we might have about the program.

I hope that you will be able to join us on the 12th.

Sincerely,

Chairman
Jenton Board of Selectmen

EXHIBIT B - JOB DESCRIPTION

Job Title	Administrative Assistant, Towns of X, and Y
General Description	The Administrative Assistant provides management and technical assistance to the Board of Selectmen in each town.
Specific Responsibilities	<p>Provide administrative and planning assistance on specific issues to the towns.</p> <p>Serve as a liaison to state, federal and regional agencies on behalf of a town or towns.</p> <p>Research issues identified by the Board(s) and Steering Committee and prepare reports on these issues.</p> <p>Prepare grant applications and administer grants when applicable.</p> <p>Review, analyze and undertake research as needed, and make recommendations to the Boards.</p> <p>Attend meetings as required and where applicable, and when designated, serve as the representative of the applicable Board(s).</p> <p>Meet with the steering committee and review progress on a regular basis.</p> <p>Accept other assignments as agreed upon by the steering committee.</p>
Supervision	The Administrative Assistant will receive general supervision and policy direction from the individual Boards. Overall supervision and guidance will be provided by a steering committee composed of one selectman from each of the participating towns.
Requirements	Bachelor's degree in public or business administration, political science or related field. Familiarity with municipal government. Strong verbal and written communication skills. High degree of self motivation and ability to accomplish assignments with minimal direct supervision.
Salary	\$ as identified by consortium plus fringe benefit package.

EXHIBIT C - SAMPLE BUDGET YEAR I OF SHARED ADMINISTRATIVE ASSISTANT PROGRAM

Salary	\$20,000.00
Fringe (includes health insurance, county retirement, workmen's compensation, and unemployment insurance)	2,350.00
Clerical support	900.00
Telephone	350.00
Supplies	150.00
Mileage	1,100.00
Miscellaneous (membership dues, conferences)	250.00
TOTAL	<u>\$25,100.00</u>

PROGRAM INCOME

EOCD Grant	\$20,000.00
Town of _____	1,700.00
Town of _____	1,700.00
Town of _____	<u>1,700.00</u>
TOTAL	\$25,100.00

Note: The salary and other costs should be adjusted as appropriate to your community and the current year.

EXHIBIT D -- SAMPLE TOWN MEETING ARTICLE

To see if the Town will vote to raise and appropriate, transfer from available funds, or otherwise provide a sum or sums of money as the Town's share of the Shared Administrative Assistant's Program, to accept any other funds as may be available to support said program during Fiscal Year 8_, and to authorize the Selectmen to enter into a cooperative agreement as prescribed by MA General Laws, Chapter 40, Section 4A for the program's administration and management, subject to approval of funding from other entities involved, or pass any vote or votes in relation thereto.

EXHIBIT E - SAMPLE INTER-LOCAL AGREEMENT

MEMORANDUM OF UNDERSTANDING AMONG THE
BOARDS OF SELECTMEN
OF THE TOWN OF

AND

OUTLINING THE POSITION OF
A SHARED ADMINISTRATIVE ASSISTANT

This memorandum formally sets forth the relationship among the towns of _____ and _____ in their employment of a shared administrative assistant, the full cost of the assistant being equally funded by the two towns.

I. The towns agree:

- A. To contract the services of a shared administrative assistant for Fiscal 198_. To be equally responsible for the program's fiscal integrity and any related liability, including the payment of unemployment compensation.

To consider the shared administrative assistant to be a regular employee of the Town of _____ and entitled to all the benefits accorded to regular full-time employees unless otherwise specified in the agreement.

To provide at least 60 days notice of their intent to withdraw from this agreement to the other member town(s). It is understood that continuation of the program is contingent upon town meeting approval, and availability of state funding.

To share equally the costs of the shared administrative assistant program that are not covered by other contributions.

To pay the sponsoring town the appropriate prorata share of the proper costs.

The shared administrative assistant shall be entitled to the following benefits:

- a. After twelve months continuous employment the assistant shall be granted 10 days vacation time.

- b. The assistant shall be granted the following holidays: New Years Day, Martin Luther King Day, Washington's Birthday, Patriot's Day, Memorial Day, July 4th, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day and Christmas Day.
- c. Sick leave shall accrue at the rate of 10 days per year. Unused sick leave shall accumulate to a maximum of 20 days.
- d. The assistant accrues benefits from the first day of employment; accrued benefits shall be carried over to the subsequent program year.

To establish a steering committee composed of the chairperson of each Board or designee thereof. This committee will be responsible for monitoring the equitable assignment of effort and time for all towns. A majority vote will resolve any conflict.

To provide clerical support, technical assistance, office space, telephone and business equipment to support the work of the administrative assistant.

The assistant selected will be installed and designated by each town. He/she will be assigned regular duties, and special projects, as well as membership in county or other organizations. He will report to, and receive assignments from the respective steering committee member.

The assistant will seek advice and consent of the steering committee where the magnitude or course of the development of a project force a change in its completion or a conflict for time.

For a new administrative assistant, there will be a 90 day probationary period, beginning with the first day of employment; after which a meeting of the steering committee will be held. The first order of business will be motion to retain the employee for the duration of the fiscal year. A majority vote in the negative will serve as the beginning of termination proceedings.

II. The Town of _____ herein agrees to act as the Shared Administrative Assistant Program's sponsoring town and:

- a. To consider the assistant a regular full time employee, entitled to all benefits accorded thereto, except where noted differently herein.

- b. To oversee the financial operation of the program, without additional reimbursement, including but not restricted to, accepting financial contributions, paying any and all bills incurred within the bounds of the program's budget, and keeping proper records.
- c. To bill the other participating town(s) for its/their financial share of the program's funding as soon as practical after the assistant is hired.
- d. To reimburse the assistant for travel at the rate of twenty-two cents per mile, and expenses related to and required for the performance of duties as provided for by the steering committee.
- e. To reimburse to the participating towns any monies unexpended at the end of the fiscal year designated in this agreement, the monies to be reimbursed at an equal rate.

III. The Administrative Assistant shall:

- a. Act in accordance with their personnel policies and practices of the sponsoring town except where noted differently herein.
- b. Develop and implement a work program in consultation with and subject to the approval of the steering committee.
- c. Provide the Boards with a monthly report detailing progress and topics of interest to the particular town. These reports shall be typed and identified by project and topic. The report shall include a telephone log.
- d. Submit vouchers monthly to the sponsoring town for reimbursement for travel and other program expenses.
- e. Refrain from making public statements concerning the towns' affairs without prior approval of the respective Boards.
- f. Carry out the duties and responsibilities under the conditions set forth in the job description and this agreement.

FOR THE BOARD OF SELECTMEN

TOWN OF _____

TOWN OF _____

Chairman

Chairman

print/type name date

print/type name date

ADMINISTRATIVE ASSISTANT

print/type name date

EXHIBIT F - SAMPLE ADVERTISEMENT FOR THE POSITION

Towns of _____ and _____
(combined pop. _____) seek applicant for the position
of Administrative Assistant. Applicant should have a
degree in Public Administration, Urban Affairs,
Planning or related field and knowledge of municipal
governmental structure systems operations and
functions; 1-2 years of local government experience
desired. High degree of self-motivation and ability
to work with minimal supervision essential.

Duties include liaison to state and federal agencies,
researching and preparing reports for the Selectmen
on particular issues, grant preparation and
administration. Salary range \$20-25,000. Submit
resume to: Search Committee, c/o Board of Selectmen,
Town Hall, _____, MA 00011 by November 26, 19__
AA/EOE.

Suggested places for Advertising:

The BEACON, Massachusetts Municipal Association
Publication Department, 60 Temple Place, Boston MA
02111 (617) 426-7272

International City Management Association (ICMA), 1120
G Street, N.W., Washington, DC 20005 (202) 626-4600

The Boston Globe, Boston, MA 02107 (617) 929-1500

Minority publications (EOCD has a list available)

The towns' local newspaper(s)

The towns' regional newspaper(s)

EXHIBIT G - INTERVIEW CHECKLIST

Date: _____

Time: _____

Name of Candidate _____

	<u>HIGH</u>	<u>MED</u>	<u>LOW</u>
Does the applicant have experience in local government?	H	M	L
Comments:			
Does the applicant listen well respond to the questions asked?	H	M	L
Comments:			
Does the applicant have something to offer your Board and your town?	H	M	L
Does the applicant ask clarifying questions when appropriate?	H	M	L
Comments:			
Does the applicant have pride sense of accomplishment when speaking of past jobs?	H	M	L
Comments:			
Does the applicant's background and answers to questions indicate ability to work well with others?	H	M	L
Comments:			
Is the applicant outgoing, pleasant, and have a sense of humor?	H	M	L
Comments:			
Does the applicant display an understanding of ideas (e.g. time management, setting priorities) and provide examples of their application in past jobs?	H	M	L
Comments:			
Do you think you can work with this individual?	H	M	L
Comments:			
Do you think the applicant is motivated and able to work with minimal supervision?	H	M	L
Comments:			

EXHIBIT H - SAMPLE INTERVIEW QUESTIONS

Take a few minutes to tell us a little about yourself and your reasons for considering the position of Share Administrative Assistant?

What special qualities do you feel you would bring to the town?

What difficulties might you expect to encounter working for towns? How would you handle them?

What is the most innovative project(s) you have been involved in?

What is the greatest problem you have faced in your working career? How did you solve it?

What experience do you have in developing budgets and financial management?

What role have you played previously in the development and submission of state grants applications?

What role have you played previously in the development and submission of federal grant applications?

What are the factors that you think are important in securing federal and state grants?

What procedures do you feel should be followed in developing a work plan and setting priorities for the first few months in the job?

Anyone who fills this position will be working with a large number of people (selectmen, boards, citizens, etc.). Please give some examples from your background that demonstrates your ability to work well with others?

The salary range for this position is \$_____ are you willing to accept the position within this range?

When can you start?

Do you have any further comments or questions for the committee?

EXHIBIT I - INTERVIEW GUIDELINES

<u>Location</u>	The interviews should be conducted in comfortable surroundings in a room suitable for the number of people to be present.
<u>Timing</u>	The selection committee should not interview more than three or four candidates at any one sitting. It is not fair to either interviewers or candidates to schedule any more than three or four interviews.
<u>Length of Interview</u>	A minimum of one-half hour, preferably forty-five minutes should be allotted to each of the interviews.
<u>Commencing the Interview</u>	Each member of the interview committee should be introduced to the candidate. Candidates (even the best) can be nervous at the outset of the interview. It is recommended that you make the candidate feel comfortable at the outset by beginning with a easy question.
<u>Questions from the Candidate</u>	The candidate should be permitted an opportunity to ask questions and may be evaluated by the type of questions asked and the manner of delivery.
<u>Conclusion of the Interview</u>	When the interview is completed the candidate should be given some indication of the selection process remaining and timetable. No promises or offers should be made at the interview.

EXHIBIT J - SAMPLE REFERENCE CHECK

Would you like to have this candidate serve as the shared administrative assistant of your community?

How long have you known the candidate, and how has your association with him enabled you to evaluate his abilities and skills?

Has the candidate had good working relations with co-workers?

Can you give examples of how the candidate has demonstrated effective time management in accomplishing assignments or projects?

Can you give examples of how the candidate has been innovative in his approach to resolving problems?

Do you feel that the candidate would be an effective shared administrative assistant in a community in which he would have limited staff support?

We are seeking a shared administrative assistant with the following skills and talents:

- . Research and Organizing
- . Ability to work with minimal supervision
- . Self motivation
- . Good sense of humor
- . Knowledge and desire to work in local government management for small towns

Do you think that the candidate has strengths in these areas and why?

EXHIBIT K - CHECKLIST FOR ORGANIZING A PROGRAM FOR YOUR COMMUNITY

Initial Organizing

- ☐ Arrange meeting of communities to discuss program and solicit interest
- ☐ Contact EOCD re interest in program
- ☐ Seek input from other town department re their interest/needs
- ☐ Begin development of work program for SAA
- ☐ Appoint steering committee member(s)

Program Development

- ☐ Develop job description
- ☐ Identify which town will be the lead town
- ☐ Develop SAA budget
- ☐ Organize steering committee
- ☐ Arrange for appropriation/transfer to cover indirect costs
- ☐ Complete EOCD Circuit Rider application
- ☐ Receive grant award from EOCD
- ☐ Develop Memorandum of Understanding
- ☐ Sign Memorandum of Understanding
- ☐ Develop job ad and arrange for advertising
- ☐ Have job description, memorandum of understanding and advertisement approved by EOCD

Interviews and Selection of SAA

- ☐ Select group of candidates to be interviewed and arrange for interviews
- ☐ Conduct interviews and select finalist
- ☐ Check references of finalist
- ☐ Notify person selected and unsuccessful candidates

Ongoing Program Responsibilities

- ☐ Provide orientation for SAA, including a tour of the town

___ Arrange for regularly scheduled meetings of steering committee

___ Provide ongoing support and guidance to SAA

EXHIBIT L - CIRCUIT RIDER PROFILES

Erving, Northfield,
Wendell and Warwick

First organized in 1977, this circuit rider program was the pilot for those that followed. The original consortium included the town of New Salem which dropped out of the program in 1982. The town of Erving replaced it. The program has been fully funded by the towns for the past four years. This is testimony to the support for the program.

The accomplishments of the program are too numerous to mention in detail here but some of the major achievements include: development of personnel policies, DEM Town Common Grant, Public Works Economic Development Grant long range fiscal planning, STRAP grant, Incentive Aid grants for computer needs and a shared health agent, Community Development Block Grants for housing rehabilitation. The SAA has provided assistance and/or research on landfill options insurance policy coordination, handled management training for planning boards and the planning process for guiding municipal growth.

Over the course of the past seven years, five people have served as Administrative Assistant for this consortium. Deborah Radway, the current SAA, has a background in arts management and has a B. A. degree in American Folklore Studies from Smith College.

Leverett, Shutesbury,
and Sunderland

This consortium first organized its program in 1979 but it was short-lived since funds to continue it were unavailable nine months after it started. The towns reorganized again in 1983 and a SAA was hired in February 1984.

The SAA for these three towns has concentrated her efforts in three areas: aquifer protection, land use/open space plan, and improving management. The towns have also benefited from grants written by the SAA including a STRAP grant and Incentive Aid Grants for a shared health agent, computer feasibility study, and shared dog pound study.

Jane Davis has served as the SAA since February 1984. Her background includes service as a selectman for the town of Leverett. Jane also held a teaching position in the Botany Department at the University of Massachusetts. Currently she is a part time master's degree candidate at Antioch College in New Hampshire and will receive her M.A. in Resource Management and Administration in September 1986.

Chester, Huntington,
and Worthington

This consortium was originally organized as a four town circuit rider program and hired Wendy Foxmyn as their SAA in February 1984. The town of Blandford which left the program in July 1985 has hired its own administrative assistant. Although one of the towns is in Hampden County, all are linked by a common regional school district.

Program activities have included planning, training and compliance assistance, grant writing and administration, and legislative and rural policy advocacy. Grant funds were secured to conduct a Shared Engineer Feasibility Study for eleven towns, school municipal officials' cooperative fiscal planning training, and a re-use feasibility study for a recently closed industrial facility. Information and training activities included: 504 handicapped access, right to know law, and bid law and designer selection compliance requirements. Major grant funds were received for a Town Commons rehabilitation project and a multi-purpose Community Development Block Grant which will enable the restoration of a town owned historic structure into a full-time health/medical facility, senior center and community center. In addition the block grant will provide employment training and housing rehabilitation/weatherization assistance. Ms. Foxmyn has worked actively to effect legislative and policy changes to benefit rural communities through her work with the Massachusetts Rural Development Committee.

Ms. Foxmyn received an undergraduate degree in Urban Affairs and has a varied background in law, human services, media and community organizing. She previously worked as an

administrative assistant for the town of Leyden, Massachusetts and as a paralegal with Western Mass Legal Services.

Brimfield and Holland

The Towns of Brimfield and Holland first began discussing the circuit rider program in the fall of 1983. Their first administrative assistant, Charles Seelig was hired in February of 1984. The SAA has performed a number of different functions for these towns. He has worked closely with state and federal agencies to ensure that his towns' interests are represented and to advocate on behalf of his communities. He has written a number of successful grant applications including a DEM Town Commons Grant, energy conservation grant, and an Incentive Aid Grant for computer training. Seelig has served as liaison among town boards and has thus promoted improved communication among those boards. In Holland he has worked on budget forecasting and long range fiscal planning.

Mr. Seelig received a B. A. in Political Science and a Master of Public Administration degree from Columbia University. His background includes an internship in transportation planning in New York City, and a position in the Executive Office of Communities and Development Rental Assistance Housing Program.

Buckland, Colrain, Heath,
and Shelburne

The Circuit Rider Program in this northwestern Franklin County consortium began in January 1985 with the hiring of Susan Wright.

Ms. Wright has undertaken numerous planning and community development activities. Program accomplishments include: Open Space Plan development, Commercial Revitalization District Plans, the securing of grant funds for additional police patrols to stop drunk driving, historic inventory and district designation, data processing audit and improvements, and training for Conservation Commissions and Planning Boards. In addition, she assisted in the development and securing of a Massachusetts Small Cities General Fund Grant which has brought needed housing rehabilitation and weatherization assistance to area homeowners.

Ms. Wright's background includes graduate studies in planning and landscape architecture, as well as employment with Rural Housing Improvement in Winchendon, a housing and planning agency serving rural New England.

Deerfield and Hatfield

This consortium began its organizational meetings in the fall of 1984 and hired its first SAA Christopher Whelan in June 1985. The projects for these two growing communities have covered a broad range of activities. The SAA has revised personnel policies, drafted Board of Health regulations and town by-laws along with doing research for one of the finance committees. He successfully wrote a Community Development Action Grant application for the town of Hatfield and has one pending for Deerfield. A good deal of his time has been spent in helping the towns deal with and plan for the rapid residential growth which both towns are experiencing. A strategic planning grant for Deerfield is helping that town do long range planning.

Mr. Whelan holds a Master's degree from St. Michael's College and received a Master of Public Administration degree from the University of Massachusetts. He served for two years as the assistant Town Manager in Brunswick, Maine and has a broad background in town management.

Bolton, Carlisle, and Dunstable

This is the second consortium to form in eastern Massachusetts. Tricia Vinchesi was hired in January 1986.

In the first few months of the program, Ms. Vinchesi has developed policy recommendations relative to personnel issues. Specifically, they include a classification survey, assistance with Fair Labor Standard Act, compliance and research on health and liability insurance concerns. She has also assisted the communities with other regulatory procedures such as Massachusetts' Executive Order 215.

Ms. Vinchesi received a Master of Public Administration degree from Northeastern University.

New Consortiums

New consortia have been formed by the following groups of communities: Southamptton, Westhampton, and Chesterfield; Hubbardston and Phillipston; Granby and Hadley; and the consortium of Upton and Millville is reorganizing. All of these consortia are in the process of hiring their Circuit Riders as of this writing.

Exhibit M - CIRCUIT RIDER EVALUATION

To be completed by selectmen

Instructions:

Please fill out the following form. This information will be used to develop an up to date work plan. As you are aware I spend a lot of time developing and preparing grant applications and when they are successful, I have administered them. I have researched, gathered information, and submitted policy recommendations to the Board as well as to other local officials.

Your cooperation and the information you provide will help me evaluate the value of past work and will help establish a future agenda. Please leave the completed form in my mailbox, (file, folder, basket). Thank you.

Unless otherwise indicated, please use the following key to answer the question. Specific comments are welcome.

KEY

1. Work in this area has been helpful.
2. Work in this area has not been helpful.
3. Work in this area could be helpful.
4. Work in this area would be helpful.
5. Work in this area would not be helpful.
6. I need more information to decide.
7. No opinion.

BUDGET

Assisting Selectmen with budget preparation _____

Assisting Finance Committee with budget preparation _____

Assisting with long-range planning, capital planning _____

Other budget activities, please describe _____

PLANNING AND LAND USE

Assisting Planning Board, Conservation Commission etc. with zoning, water protection growth management, affordable housing options _____

Provide technical assistance/training for regulatory/enforcement boards such as the

Board of Health, Building Inspector, Board
of Appeals, Conservation Commission, etc. _____

Growth Management _____

Other Planning needs, please describe _____

ADMINISTRATIVE/MANAGEMENT IMPROVEMENTS

Orientation for new selectmen _____

Training for selectmen/other local officials
Please describe the need and the training which
could meet that need. _____

Office space needs survey/planning _____

Improved communication among town boards _____

Personnel policies _____

Wage survey _____

Insurance analysis _____

Motivating town officials to function
adequately/responsibly _____

Dispute resolution/mediation _____

Computer Needs Study _____

Sharing Services among communities
e.g. Circuit Rider, Health Agent,
Building Inspector. Please detail those
services which you think could be
shared.

Information gathering _____

Insurance _____

Garbage _____

Computers _____

New laws/regulations _____

Municipal law _____

Discontinued roads _____

Price comparisons _____

Other, please specify _____

Other Administrative/Management Improvements
please specify _____

GRANTS

Please rate the following grants for which
the Town received funding

Circuit Rider Program	_____
Incentive Aid	_____
Feasibility Study	_____
Community Development Block Grant	_____
Strategic Planning Grant	_____
Town Commons Grant	_____

Please indicate grant programs you think
should be pursued

Town Hall Improvements	_____
Town Library Improvements	_____
Incentive Aid	_____
Housing	
Family	_____
Elderly	_____
Moderate Income	_____
Water/Sewer Projects	_____
Land Acquisition	
Aquifer Protection	_____
Recreation/Conservation	_____
Town Commons	_____
Strategic Planning	_____
Community Development Block Grants	_____
STRAP Grant	_____
Others, please specify	_____

